

U.S. ARMY
JUDGE ADVOCATE GENERAL'S CORPS
STRATEGIC PLAN



JUNE 2007



JAG CORPS
VISION

One team of proven professionals committed to justice, grounded in values, and dedicated to providing proactive legal support to the Army and the Joint Force.

JAG CORPS
MISSION

Provide proactive legal support on all issues affecting the Army and the Joint Force, and deliver quality legal services to Soldiers, retirees, and their Families.



THE JAG CORPS LEADERSHIP



MG Scott C. Black
The Judge Advocate
General

MG Daniel V. Wright
The Assistant Judge
Advocate General

CW4 Richard D. Johnson
Warrant Officer of the
Corps

CSM Michael W. Glaze
Regimental Sergeant
Major



BG Malinda E. Dunn
Assistant Judge
Advocate General for
Military Law and
Operations

BG Clyde J. Tate II
Commander & Chief
Judge, U.S. Army Court
of Criminal Appeals

VACANT
Commanding General
& Commandant, The
Judge Advocate
General's Legal
Center and School

BG Jack F. Nevin
Chief Judge, U.S.
Army Court of Criminal
Appeals (IMA)

COL(P) Christopher Cline
Assistant Judge
Advocate General
for Military Law and
Operations (IMA)

COL(P) J. Marty Robinson
Special Assistant to
The Judge Advocate
General (ARNG)

Ms. Diane Nugent
Director, Civilian
Personnel, Labor
and Employment
Law

“We must develop JAG Corps Pentathletes; our personnel must all be warriors, diplomats, legal experts, strategic counselors, and cultural experts.” — MG Scott Black





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“There are no secrets to success. It is the result of preparation, hard work, and learning from failure.”
General Colin Powell

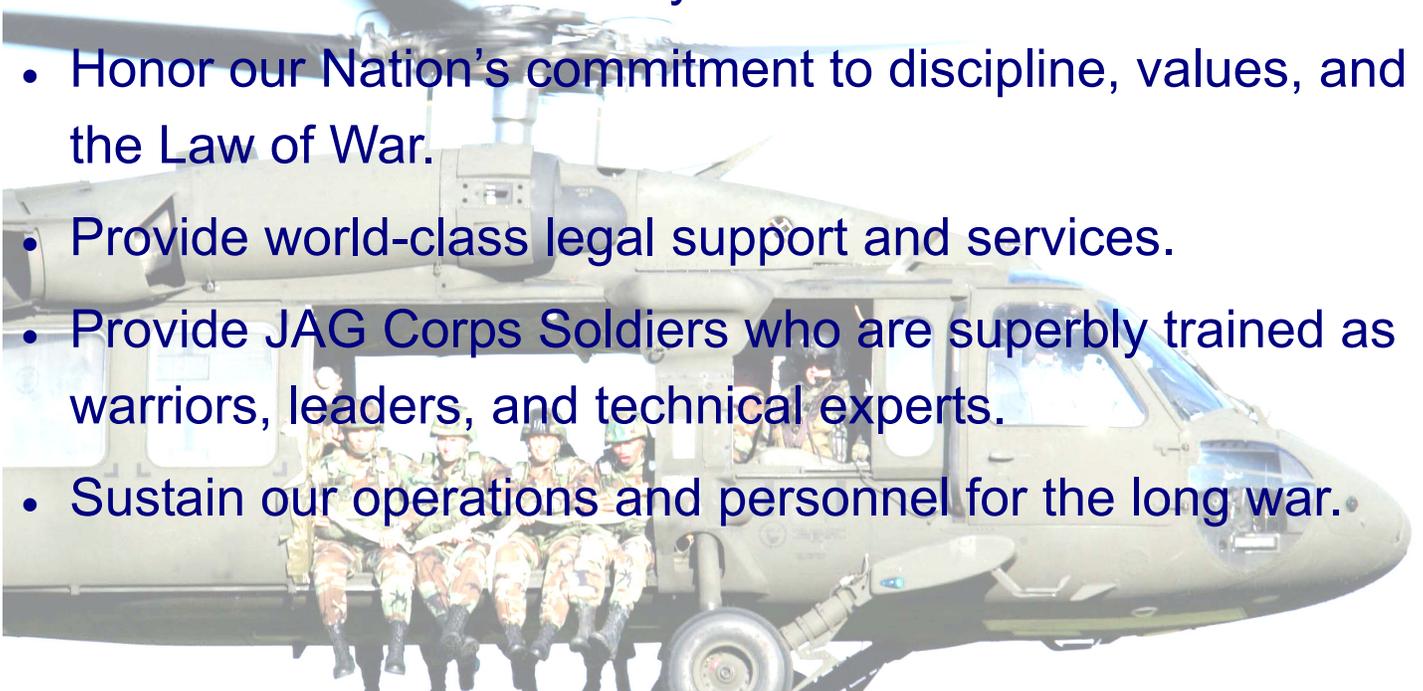
GLOBAL WAR ON TERRORISM



GWOT is the Army's focus and will therefore remain the JAG Corps' focus.

GOALS

- Remain focused on victory.
- Honor our Nation's commitment to discipline, values, and the Law of War.
- Provide world-class legal support and services.
- Provide JAG Corps Soldiers who are superbly trained as warriors, leaders, and technical experts.
- Sustain our operations and personnel for the long war.



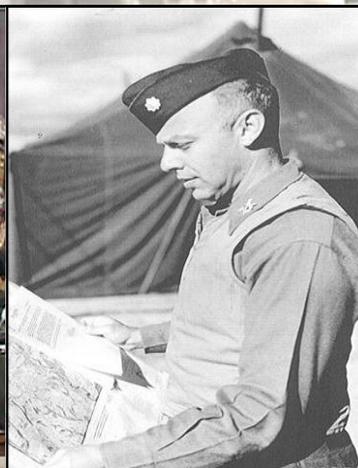
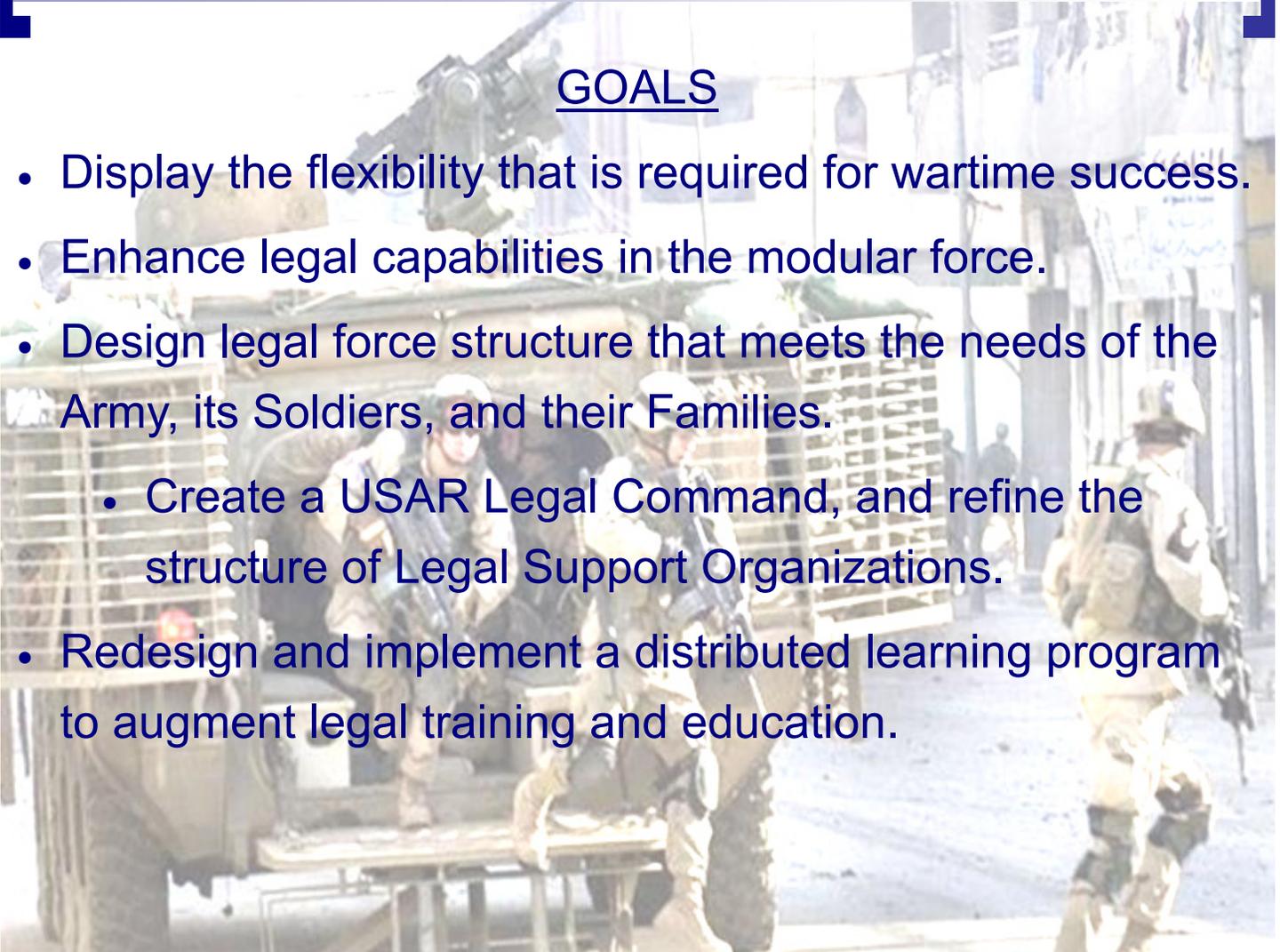
TRANSFORMATION

Embrace transformational change to fully support the expeditionary Army and the Joint Force.



GOALS

- Display the flexibility that is required for wartime success.
- Enhance legal capabilities in the modular force.
- Design legal force structure that meets the needs of the Army, its Soldiers, and their Families.
 - Create a USAR Legal Command, and refine the structure of Legal Support Organizations.
- Redesign and implement a distributed learning program to augment legal training and education.



AA/RC INTEGRATION

Fully integrate Active, Guard, and Reserve personnel into a seamless JAG Corps.



GOALS

- Ensure compatibility between Active Army (AA) and Reserve Component (RC) legal capabilities.
- Balance the tension between RC recruiting and training requirements.
- Increase training with RC and AA personnel, and fully integrate RC and AA legal offices.
- Leverage RC expertise to enhance Total Army legal capabilities.
- Align RC personnel strength more closely with JAG Corps authorizations.



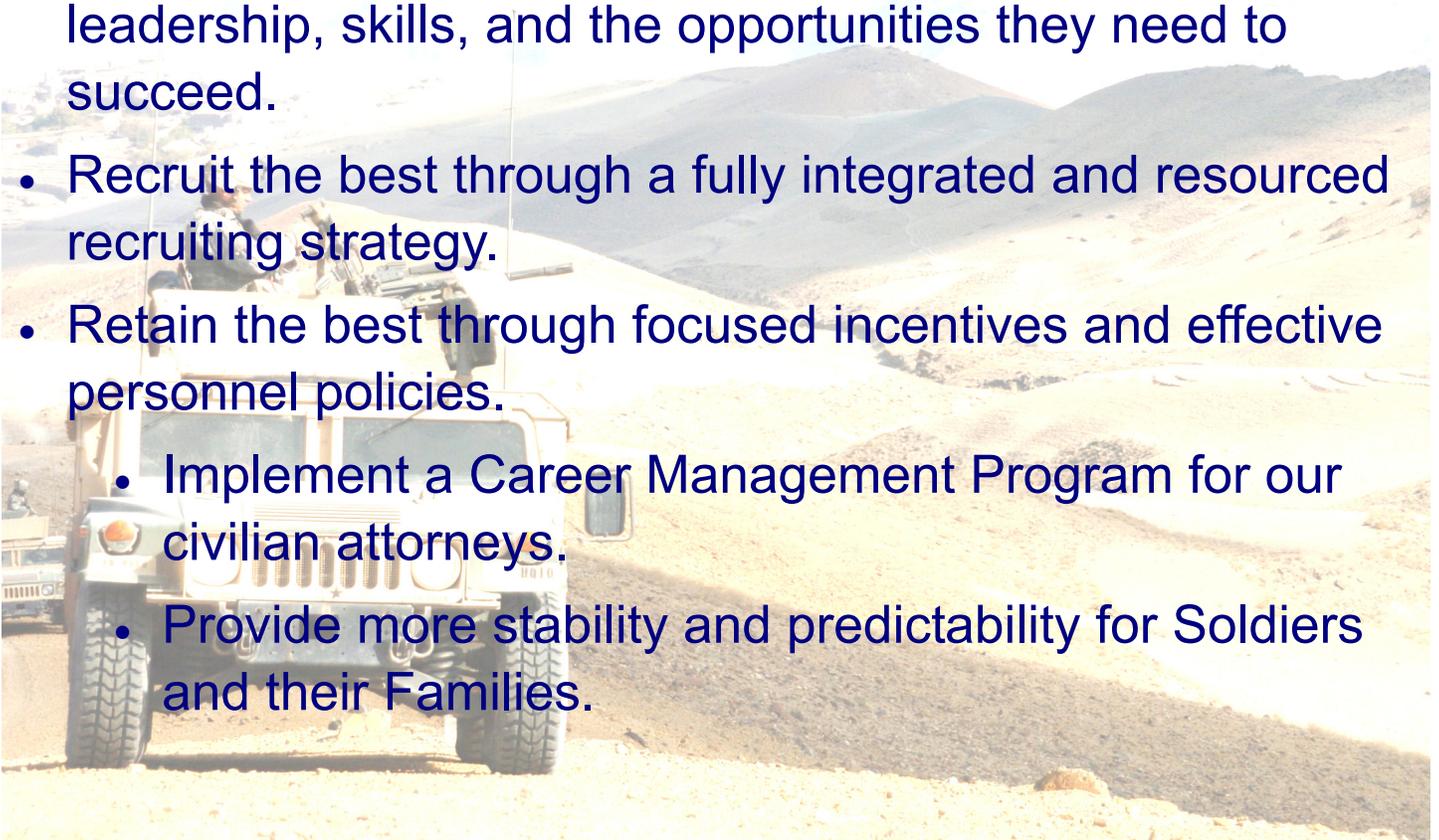
PERSONNEL



A dynamic and unified JAG Corps Team that effectively leverages the talents of all its members.

GOALS

- Take care of our Soldiers and civilians by providing them leadership, skills, and the opportunities they need to succeed.
- Recruit the best through a fully integrated and resourced recruiting strategy.
- Retain the best through focused incentives and effective personnel policies.
 - Implement a Career Management Program for our civilian attorneys.
 - Provide more stability and predictability for Soldiers and their Families.



CORE COMPETENCIES



Our six core legal disciplines are Military Justice, International and Operational Law, Administrative and Civil Law, Contract and Fiscal Law, Legal Assistance, and Claims.

GOALS

- As an essential component of command and control, deliver effective, full-spectrum legal support and services.
- Ensure that Military Justice practitioners adhere to the highest standards of professional excellence, and promote discipline and fairness.
- Refine doctrine and training, and provide the expertise necessary to support stability and other military operations around the globe.
- Expand training and expertise in contract and fiscal law.



JOINT AND EXPEDITIONARY ENVIRONMENT



“We must make Jointness a natural condition for everything we do.”

—Army Strategic Planning Guidance

GOALS

- Enhance the cultural mindset within the JAG Corps that supports Joint, Interagency, Multinational, and Expeditionary capabilities.
- Increase Joint, Interagency, and Multinational training opportunities.
- Ensure that each Division and Corps OSJA is fully trained to transition into a Joint Task Force (JTF) OSJA.
- Ensure that Legal Support Organizations and similar units are trained to augment JTF OSJAs.



The Way Forward



The Judge Advocate General has designated The Judge Advocate General's Legal Center and School (TJAGLCS) as the proponent for this Strategic Plan, in conjunction with the Personnel, Plans, and Training Office (PP&TO).

- TJAGLCS will track supporting initiatives for each of the Plan's goals.
- The JAG Corps leadership will receive an annual update on the status of the initiatives and, as necessary, will convene the Corps' senior leaders at a Strategic Planning Conference to update the Plan.



THE JAG CORPS STRATEGIC PLAN



- Updates on the Strategic Plan will be posted on JAGCNET at <https://www.jagcnet.army.mil>, JAG Corps Leadership link.
- Submit your ideas and comments on the Strategic Plan via email to: ALCS-CD@hqda.army.mil.
- Download the companion mini-poster for display in your office at <https://www.jagcnet.army.mil/leadership>, JAG Corps Leadership link.





JAG Corps History

The JAG Corps is America's oldest, largest, and most prestigious law firm. Established by General George Washington in 1775, we have grown to approximately 10,000 personnel (including the Active Army, US Army Reserve, National Guard, and Civilian Corps).